

University of Central Florida
Master of Business Administration

Stetson University
B.B.A. in Accounting

Certified Public Accountant*

Mr. Handley is the founder and sole practitioner of Utility Consulting Services. His specialty is in rates and regulatory issues for municipal and investor owned utilities.

He has a broad background of providing a wide range of management and analytical services to large and small clients. His services to municipal utilities and governments include management consulting services, retail rate studies, feasibility studies, and revenue bond financings. He has also provided retail rate and financial planning studies for electric utilities in the Caribbean. Mr. Handley also has extensive knowledge of and experience with joint action agencies, providing financing, budgeting, billing and training services.

Mr. Handley is a member of several professional and trade organizations. In addition to client-related training and implementation services, he has given several presentations and seminars for these industry organizations. These presentations have covered topics such as financial planning, municipalization, cost of service, rate design, and decision-making in a more competitive environment. Mr. Handley has been a licensed Certified Public Accountant since 1981 and left the field of public accounting in 1984 to join R. W. Beck. He was a Senior Director and Executive Analyst with R. W. Beck, Inc. before starting his own firm.

Mr. Handley spoke at the National G&T Managers' Association Spring 2005 Meeting on the subject of improving relationships between G&Ts and their member cooperatives. The presentation demonstrated the benefits and synergies of three core principles: Value, Trust and Communication. Real-world examples were provided, including an introductory testimony from the Chief Executive Officer of one of the G&Ts.

Relevant Expertise

Local Utilities

- Retail Rates
- Contract Negotiations
- Revenue Bond Financing
- Power Cost Projections

Mr. Handley has performed numerous studies and analyses for many municipal utility clients in the areas of retail rates and financings. In addition, he serves as the primary client contact for several utilities in the Southeast and Caribbean. For these clients he has been responsible for

KEY EXPERTISE

- > Strategic Planning
- > Management Audits
- > Financial Planning and Control
- > Wage and Salary Administration
- > Retail Rates
- > Revenue Bond Financing
- > Power Cost Projections
- > Annual Engineers Reports

* Not in public practice.

providing services in the areas of budgeting, financial planning, revenue and power cost projections, rate design, and tariff provisions. In connection with these services, he has made numerous presentations of study results to client staff and regulatory bodies. His areas of expertise include electric, water, wastewater, gas and storm water utilities, incentive rates and other special rates. He has also assisted a municipality with the evaluation of creating a municipal electric utility.

Recently, Mr. Handley assisted the senior management team of a Caribbean electric utility in negotiations with Government regarding a new regulatory structure as part of the renewal of their licence. He also assisted another client with the solicitation, evaluation and negotiation of a new gas supply arrangement, resulting in significant savings for the utility's customers.

Management Services

- Strategic Planning
- Management Audits
- Financial Planning and Control
- Wage and Salary Administration

Throughout his career, Mr. Handley has provided various types of management advisory services as distinct projects or in conjunction with other economic and financial services. His management advisory services include strategic planning, organizational design and staffing, management auditing, performance evaluation, surveys, wage and salary administration, budgeting and reporting systems. He recently completed reviews of the management effectiveness and operation efficiency of two Florida municipal electric utilities to help them prepare for a more competitive environment. The goal of these studies was to improve organizational structure, management effectiveness, internal communication, planning and operational efficiency.

Mr. Handley has also conducted a series of workshops to help a group of medium sized Florida municipal electric utilities to implement a collaborative performance benchmarking process. The goal of the process is ultimately to provide opportunities for each participating utility to improve operational efficiency and remain competitive.

In addition to those services he has provided assistance in the areas of financial planning, analysis and modeling, information and reporting systems, wage and salary plan administration, organization structure and staff training for municipal utility and government clients.

Wholesale Power Providers

- Revenue Bond Financing
- Annual Engineers Reports
- Power Cost Projections
- Power Project Evaluation

Mr. Handley has several years of continuous experience serving MEAG Power, a large joint action agency which has four projects, 48 members and over \$5 billion worth of bonds issued. He has played a key role in numerous financings, annual engineering reports, budgets, arbitrage rebate planning, and special studies. His areas of expertise include the revenue bond financing, nuclear fuel financing system, financial planning, budgeting, billing and year-end settlement procedures, power cost projections and joint use sellback agreements. He has also provided formal training to various groups of Board,

management and staff. Mr. Handley has also provided management consulting and rate-related services to joint action agencies in Florida, Mississippi and North and South Carolina.

In addition, Mr. Handley has assisted in the evaluation of several power resource additions for a generation and transmission (G&T) cooperative, including purchase power agreements and ownership options. He has also spoken at a national meeting of G&T managers on the subject of relationships with their member cooperatives.

Relevant Experience

Electric Rate Study

Utility Board of the City of Key West, Florida

Project Manager. Managed overall project that included revenue requirements study, allocated cost of service study, rate design, tariff preparation and customer service policy manual. Presentations were made to the Utility Board, public hearings and the Florida Public Service Commission.

Comprehensive Rate Study

City of Danville, Virginia

Project Manager. Managed overall project that resulted in new rates for electric, gas, water and wastewater services. Through several focus group meetings, helped customers understand and accept the need for significant increases in utility rates. Redesigned rates and automatic adjustment mechanisms to be easier to understand and administer. During the course of the rate study, also managed the procurement of a new gas supply arrangement and evaluated the feasibility of acquiring peak shaving generation.

Electric Rate Unbundling Seminar

Northeast Public Power Association (NEPPA) and

Florida Municipal Electric Association (FMEA)

Instructor. Developed half-day seminar on the concepts of competition, cost of service, and the process of unbundling electric rates. Presented the seminar as instructor for separate sessions hosted by NEPPA and FMEA. Seminar was presented by other instructors within the firm at other locations.

Retail Rate Transition Plan

North Carolina Municipal Power Agency Number 1 (NCMPA1)

Project Manager. Managed numerous simultaneous rate studies for the utility members of NCMPA1. Coordinated the requirements of individual members with the process and resources provided by NCMPA1 staff. Performed analysis, developed recommendations and presented reports for each city represented.

License Negotiations

Caribbean Utilities Company, Ltd. (Grand Cayman)

Lead Negotiator. Represented and assisted senior management team in licence renewal negotiations with the Cayman Islands Government. Developed financial model to evaluate alternative pricing schemes and wrote several “white papers” on the merits of proposed changes in regulatory structure. Developed or reviewed numerous legal documents drafted to implement the new arrangement.

Management Audit

City of Vero Beach, Florida

Project Manager. Managed overall project that included field observations, staff interviews, analytical performance benchmarking, and confidential employee attitude survey. Interviewed management personnel as part of field work. Coordinated observations and recommendations into written report and presented results to the effected departments and to the City Council.

Strategic Planning for Competitiveness

City of Dothan, Alabama

Project Manager. Managed overall project that included strategic planning, market research and financial planning. Facilitated issues identification and prioritization process with management team. Coordinated market research project to characterize customer relationships. Developed numerous recommendations for realignment of utility revenues, restructuring of specific rates and identification of new revenue sources.

The Compass: A Competitiveness Self-Assessment Tool

Florida Municipal Electric Association (FMEA)

Author. Developed booklet published by the American Public Power Association (APPA) under a grant arranged by FMEA. The Compass represents a tool to be used by utility managers to assess competitiveness by comparison with industry average performance measures encompassing the following areas: financial flexibility, management agility, delivering quality service, the customers' choice and member of the community.

Collaborative Benchmarking Process

Florida Municipal Power Agency (FMPA)

Facilitator. Organized, coordinated and facilitated a process whereby a group of utility managers collaborated in the identification, measurement and reporting of specific performance measures. Best practices were identified among the participants for the purpose of education of the group.

Management Audit

City of Ocala, Florida

Project Manager. Managed overall project that included field observations, staff interviews, confidential employee attitude survey, and performance benchmarking and analysis. Recommendations were presented to utility management team and the city council.